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Inside APHIS

Vol. 15 No. 3

United States Department of Agriculture • Animal and Plant Health Inspection Service

Mach/April 1995

Headquarters Completes Move to New Building in Riverdale



APHIS PHOTO BY LAURIE SMITH

This view of the new APHIS headquarters building in Riverdale, MD, shows the front entrance. Employees began moving into the building on January 24 and completed their move on February 24, 1995. For more views of the new headquarters, see page 10.

Mile-High Message Greets International Travelers at DIA

By Stuart McDonald, Public Affairs, LPA

After more than a year's delay caused by an extremely troublesome glitch in the automated baggage system, the Denver International Airport (DIA) in Denver, CO, opened for business on February 28, 1995. PPQ had its agricultural quarantine message ready for travelers walking anywhere near the international terminal. "Don't Pack a Pest," says

the freestanding light wall designed by USDA's Design Department.

"It's a backlit display sitting in an area by itself, so it really stands out," says PPQ's Tom Crowe, officer in charge at the airport.

While the airport was in its early construction phase, APHIS representatives spoke to airport authorities about the need to inform the traveling public about how foreign

pests can enter the United States via fruit and other agricultural products in passengers' baggage or carry-on packages. The airport representatives designated an area in the great hall of the main terminal where USDA could place its sign free of charge. The sign, situated just outside the international terminal, has been ready for

(See SIGN on page 2)

Lee Receives Award for China's Acceptance of U.S. Apples

By Beth Hulse, Public Affairs, LPA

Last June, Washington State's apple industry was part of a monumental agricultural achievement. For the first time, a shipment of U.S. fruit entered China through official export channels. PPQ Deputy Administrator B. Glen Lee played an instrumental role in this event. At a breakfast ceremony January 31, he was recognized for his efforts by the Senior Executive Association's Professional Development League. He was selected as a recipient of the League's 1994 Executive Excellence Award for Executive Achievement.

Lee was one of six executives recognized by the Professional Development League for their significant contributions in 1994 to improving the efficiency, effective-

ness, and productivity of the Federal Government as well as for their positive effect on the image of the career executive corps.

A selection committee composed of representatives from the private sector chose the six award recipients—3 each for the Distinguished Executive Service Award and the Executive Achievement Award—out of 86 nominations. All Senior Executive Service members and employees of equivalent rank were eligible to be nominated for the awards.



Historically, China's produce market has been almost impenetrable for Western countries because of the absence of consistent, scientifically based import requirements. After 2 years of negotiations in conjunction with USDA's Foreign Agricultural Service and Agricultural Research Service and State and industry representatives, Lee was able to convince Chinese officials to allow the importation of U.S. apples from Washington State. In late June 1994, the first shipment of apples was exported to China.

"Glen has enabled us to enter uncharted territory with this achievement," says Acting Administrator Lonnie J. King. "Not only will it help U.S. growers in seeking out new opportunities in China, but China's acceptance of USDA certification standards for U.S. apples also paves the way for U.S. apples to be exported to other countries that have traditionally refused their entry because of concerns about pests in the United States."

The opening of the Chinese market for Washington apples represents over \$18 million annually in income for that State's apple industry, with most growers and more than 80 packing facilities planning to export to China. But, according to King, the achievement also marks the first toehold in a virtually immeasurable market for U.S. producers. ♦

SIGN from page 1



At the new DIA, Tom Crowe, PPQ officer in charge, poses next to the new sign. An empty international terminal awaits passengers in the background.

a year. Now travelers are reading its message.

At a cost of \$3.2 billion, DIA is a marvel of advanced transportation technology. Massive in its overall scale (you could put Dallas-Ft. Worth's, Chicago's O'Hare, and Denver's old Stapleton airports within the boundaries of DIA and still have 3 square miles left over), the airport's unique design, patterned after the Rocky Mountains, creates a feeling of space

and light. Original art—the collection is valued at more than \$17 million—has been incorporated into the design. A garden area resembles a Mayan temple, bronze statues of heroic proportions tower above the terminal's lower levels, and propellers spin along the walls of the commuter train tunnel.

APHIS employees who fly to or through Denver should enjoy the new airport. And keep an eye open for our display. ♦

Inside APHIS

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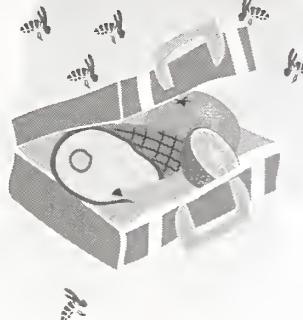
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DON'T LET YOUR TRIP TO **PARADISE** END IN A **NIGHTMARE!**



A nightmare for you

You're headed off to fun in faraway lands. But beware—there could be trouble in paradise! To avoid fines and long delays when you return to the United States, the U.S. Department of Agriculture asks that you declare all agricultural products—such as fresh fruits, plants, meats, birds, or plants and animal products.

A nightmare for your country

Certain items are not allowed because they can be deadly to our food industry. Just one piece of fruit could have harbored the Mediterranean fruit fly that cost taxpayers millions of dollars to eradicate. One souce could carry the deadly foot-and-mouth disease that would destroy our livestock. A single exotic bird can carry Newcastle disease that could devastate our poultry.

Remember—Don't Pack a Pest

It's easy to save yourself time and money and help protect America's agriculture, too. For a free copy of Travelers' Tips, write to USDA-APHIS, Legislative and Public Affairs, P.O. Box 96464, Washington, DC 20090-6464.



Thanks! And have fun in paradise!

Inflight Magazine Ads Add Up to Success for AQI Campaign Staff

By Beth Hulse, Public Affairs, LPA

It's only 2 hours into the 4-hour flight and you've already read the three magazines you brought cover-to-cover, or the book you are reading just isn't that interesting. Like most people, at this point, you probably find yourself thumbing through the airline's inflight magazine in the seat pocket in front of you. If so, you may have seen LPA's Agriculture Quarantine Inspection (AQI) campaign's latest attempt to spread the AQI message to travelers.

Over the 1994-95 holiday season, the AQI campaign tried something we had never done before. We placed ads in various inflight and travel magazines, including Northwest Airline's

World Traveler, Continental Airline's *Profiles*, American Airline's *American Way*, and *National Geographic Traveler*, urging travelers to declare all agricultural products upon returning to the United States.

We hoped that travelers reading the ads before they left the United States would learn about agricultural quarantine regulations and the threat foreign pests and diseases can pose to American agriculture.

The idea has paid off. More than 3,000 requests have come in from travelers who saw the ad and wanted a copy of the campaign's *Travelers' Tips* brochure. The AQI campaign public affairs specialists are now busy trying to fill the requests. ♦

"GM" Is Not What It Used to Be

By Rosann Hill, Human Resources Operations, M&B

What's happened to GM (merit pay) employees since the act that created them was abolished? Many employees ask this question of M&B's Human Resources Operations (HRO) in Minneapolis.

The Performance Management and Recognition System (PMRS), created by the Civil Service Reform Act of 1981, was ended by the Performance Management and Recognition System Termination Act of 1993 (Public Law 103-89). Most GS-13 through GS-15 employees were covered by the system, which used a GM pay plan. The answer to the above question is that GM employees continue to retain the GM designation as long as they stay in the same job.

Employees who were formerly under PMRS are now covered by P.L. 103-89. Coverage under P.L. 103-89 continues as long as no personnel action occurs that eliminates it. HRO determines whether a particular personnel action ends coverage and changes the employee's pay plan from GM to General Schedule (GS).

Actions that remove GM employees from coverage under P.L. 103-89 include a break in service of more than 3 days, transfer to another agency, promotion (including temporary promotion), and demotion (or change to a lower grade).

An employee reassigned to a

position at the same grade does not change from GM to GS unless the new position is not supervisory or managerial. When a GM employee leaves a position, that position reverts to the GS pay plan. All new or vacated positions at grade 13 and above are now GS, but they can revert to GM if the employee coming into the position already has the GM designation.

The new law governs pay as long as GM coverage continues. Salary rates for GM employees are no longer tied to performance as they used to be. GM employees now receive within-grade increases, quality step increases (with a qualifying performance rating), general pay increases, and locality pay adjustments under GS rules.

While pay rates for some GM employees align with established step levels on the GS chart, pay for many still falls between steps. In these cases, upon eligibility for a within-grade, an employee's salary will increase by one-ninth of the pay range for the assigned grade.

To summarize, an employee's designation as GM simply means that he or she is subject to rules established by Public Law 103-89 until a job change occurs that eliminates that coverage. For specific information about GM employees, contact your servicing personnel specialist. ♦

R&D Planners Market a New Approach For Future Workforce

Where will you be 5 years from now? Managers are asking their employees that question and using their answers to plan for the future. Workforce planning teams in the programs are adopting proactive measures to take the guesswork out of the kind of workforce APHIS will need in the future and ensure that programs have the right employees to carry out their strategic plans.

To reach the goal of workforce planning—the right people with the right training in the right place at the right time—these workforce planning teams are grappling with tough issues. The teams are helping managers reshape their mission and change the strategic plan from a product put on the shelf to a continually evolving process.

An APHIS workforce planning team, composed of both M&B's Human Resources Division (HRD) and R&D employees, is helping the programs develop the workforce they will need.

"In APHIS, workforce planning has been a joint project of both HRD and R&D," says R&D's Penny Kriesch. A team of systems designers, including manager Dale Rendahl, Lamont Turner, Karen Murray, and Sharon Beaner, Ruth Lewis and Kriesch, all worked on putting together the overall design. "When we researched the topic," continues Kriesch, "we discovered that forward-looking organizations were using workforce planning, so models were available. We adapted models from industry and from the Office of Personnel Management (OPM) to fit the needs of APHIS. We all became believers in the benefits of workforce planning for the agency."

R&D Team

"Last September," Kriesch continues, "workforce planning became centralized under R&D. Now, a self-directed APHIS workforce planning team markets workforce planning in the agency. Several of us on the team have been working with four APHIS programs to teach them to become workforce planners."

"Until now, we have managed budgeting, strategic planning, and workforce planning separately," says Lewis, who has collaborated with both IS and ADC on workforce planning. "But we need



APHIS PHOTO BY LAURIE SMITH

R&D's Penny Kriesch (left) listens to George Winegar, VS Assistant Deputy Administrator, make a point during the VS training workshop. Acting Administrator Lonnie King is on the right.

to integrate them into one planning system, and we are starting to do this. The strategic plan and workforce plan are now developing together with the organization's mission, vision, and strategic planning as the driver."

"Strategic planning starts the process," agrees Kathy Trickey, IS personnel management specialist, whose program became the pilot. "Strategic planning sets the vision and the overall direction of the organization. When we ask how we will achieve our strategic plan, we see we need the human plan. It's our people who will see that we get there."

"Before we approached any of the programs with our ideas, we began by looking at other organizations' strategic plans to identify their strategic needs and issues," comments Lewis. "The IS strategic plan had many human-resource related items. We met with Alex Thiermann, IS Deputy Administrator, to discuss how workforce planning could help him meet some of his human-resource goals, and he was receptive to implementing a workforce planning initiative."

R&D's approach to working with clients on workforce planning has been collaborative. "We weren't the experts giving them a one-size-fits-all product," says Lewis, "but consultants helping them build a

meaningful system. In collaborating with IS on workforce planning, we taught the program to solve its own workforce planning problems."

No Cookbook for IS

"We had no cookbook," agrees Trickey. "Our workforce planning steering committee had to take a model and come up with a step-by-step process. We ended up with a product—a process guide. From it, we made a 5-year plan that includes specific goals and objectives for each year."

The process designed by IS and edited by R&D for APHIS-wide use has six steps: Update the strategic plan; forecast human resource needs for the next 5 years; forecast the workforce supply for the next 5 years; analyze the gap between needs and available talent; mobilize human resource tools and programs to bridge the gap; and evaluate the effectiveness of the workforce planning process. This *Process Guide for Planners* is available from R&D.

"Now that we have a well-thought-out framework," Trickey says, "we can adjust it as external or internal factors change. Our strategic plan describes a change in the IS mission from conducting disease eradication programs in other countries to transferring the technology to other countries so

that they can conduct the eradication programs themselves. Our 5-year plan shows us what countries we will be working in and what series of employees we will need. Now we know that we have more animal health technicians than we will need in the future and not enough interdisciplinary people. We clearly know whom to recruit and what kind of training to offer our employees."

"ADC was our next client for workforce planning," continues Lewis. ADC had just created a new vision statement and had revised its strategic plan. "When we approached ADC over a year ago, we looked for their business needs that could benefit from workforce planning. We discovered they first needed help with succession planning, that is, a plan to provide ADC with a pool of candidates qualified to assume senior managerial positions."

Workforce Data

To forecast ADC's future workforce, ADC's workforce planning team first did some research. Team members are Cindy Smith, assistant deputy administrator, Bob Reynolds and Charlie Brown, assistant regional directors, and Dick Curnow, director of the Denver Wildlife Research Center. R&D's Lewis and Pat Hannington completed the team. Using the Workforce Planning Information System, a menu-driven computer program developed by ISCD to provide managers with up-to-date information about their workforce, the team located managers of retirement age.

"We discovered some startling data," says Smith. "Five of the seven employees on the ADC management team—71 percent—are eligible to retire by 1998. At the next level of operational management, that of State director, 10 of 38 managers—more than 25 percent—will be eligible for retirement by 1998. The data confirmed our suspicions: without careful planning and the development of personnel for management positions, the impact of these retirements would be devastating."

ADC Forecasting

To help ADC forecast its workforce supply, the program surveyed its employees for their career goals. ADC also developed profiles of all supervisory positions and

gave them to its employees to help them make informed decisions about positions they were interested in. The workforce planning team also provided ADC employees with an individual development plan guidance document last December to help them improve skills for their current positions and develop competencies for their future goals.

"Soon ADC will be offering some management development programs to increase the candidate pools for management team, State director, and project leader positions where our need is the greatest," says Smith. "During ADC's strategic planning process, we made a commitment to our employees to support their professionalism. We believe these programs are key to that support.

"Further, as initiatives such as the National Performance Review reduce the size of Government and the number of Federal managers, we expect the roles of our managers will change as they supervise greater numbers of employees. As a result, we need to help employees develop new skills to meet these future challenges."

A Competency Model

The APHIS workforce planning team realized early that it needed a competency model for APHIS. Most successful companies have such models. "We picked a model

that OPM had developed and validated with tens of thousands of Federal managers," comments Lewis. "We customized the model to fit APHIS and tested it to make sure it was valid for the special needs of our agency. We distributed it to the APHIS management team, and for the past year or so, we have been using it with all the programs on workforce planning. (See the graphic on this page.)

"In IS, we have begun to use the model to examine candidates for Foreign Service officers," says Trickey, "and those we have selected recently have had to clearly demonstrate competency in areas shown in the model."

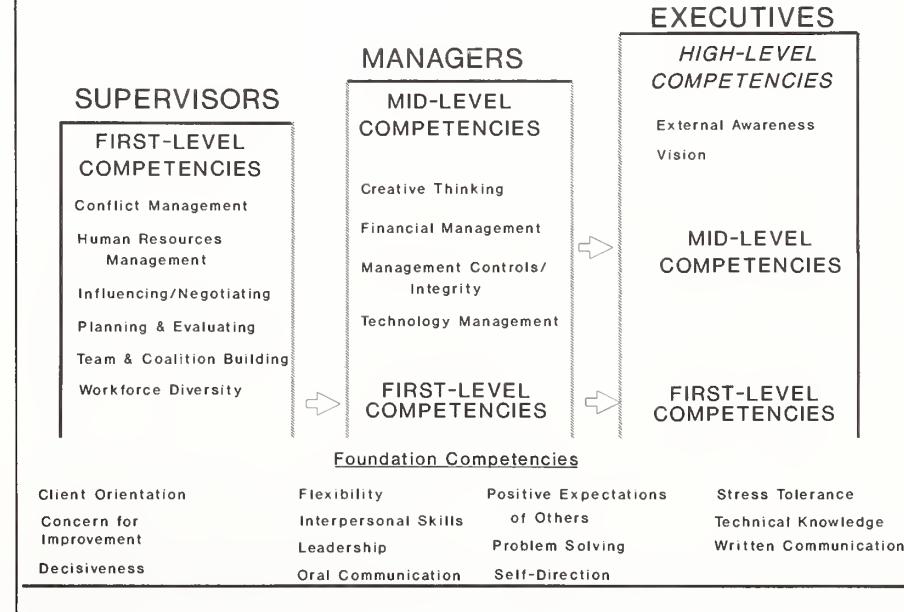
"The model is helping ADC select managers based on their managerial skills rather than based only on their scientific skill and knowledge as we have in the past," says ADC's Smith.

The model shows employees what competencies they need to enter and be successful in management positions. "And because we are using one APHIS model to speak about management skills," continues Lewis, "we are developing employees that are valuable to all of APHIS, not just to one program."

Streamlining REAC

In REAC, the need for succession planning was even more urgent than in ADC. "Two of

Managerial Competency Framework



REAC's top managers are eligible for retirement," points out Morley Cook, REAC's associate administrator. Cook, one of those managers eligible to retire, has been serving as the acting assistant deputy administrator for REAC's Animal Care program. With the abolition of the Animal Care staff director position, REAC needed to make some decisions. It seemed an ideal time to plan for streamlining and downsizing. A REAC workforce planning committee was formed made up of REAC employees Alan Christian, Ron DeHaven, Valencia Colleton, Terry Schneider, and R&D's John Coakley. Kriesch served as group facilitator and workforce-planning consultant. She began working with the group on a streamlining proposal and helped give direction to overall processes.

Rightsizing Plan

"We now have a document called 'Strategies for the Future,'" says Cook. "That document is out for comment to our eight sector supervisors and our deputy, Dr. Schwindaman. It's a sort of operational planning strategy combined with a rightsizing plan."

"In our workforce planning sessions, we have struggled with basic differences in the missions of our two groups, our need to reduce resources, and our responsibility to build better relations with our customers," says Cook.

"The critical need in REAC was to plan for its leadership," explains Kriesch. "In doing this planning, the group realized it needed to rework its strategic plan. R&D's Tom Rennie and I have been taking REAC through the workforce planning process."

As part of this planning, REAC proposed to eliminate the headquarters staff director positions, including the recently abolished Animal Care position. REAC will replace them with two small self-directed workteams. In the field, it plans to reduce its present four-sector structure to an Eastern and Western Regional structure by the end of fiscal year 1998.

The Need for AVIC's

More recently, VS has begun to use workforce planning. "Our immediate need was a future pool of area veterinarians in charge (AVIC's)," says Bill Buisch, chair of the VS workforce planning team.

"When we abolished assistant AVIC positions in VS, we no longer had any way to prepare our employees to assume AVIC vacancies."

With R&D's Kriesch, Rennie, and Frank Murphy on the VS planning committee, VS began to use the competency model as a basis for determining the skills necessary for AVIC's. To assess the competencies of present VS employees, the team used a tool called a Leadership Effectiveness Inventory (LEI) developed by OPM.

"Employees want to perform well," Kriesch says. "We don't need a carrot on a stick, the mindset of the old school of performance management. Instead, we need to tell our employees what the competencies of a job are and help them become competent."

R&D has recently purchased the software for scoring the assessment, and the VS workforce planning team has used it to assess the needs of employees interested in

becoming AVIC's. After behavioral event interviews, candidates were selected and began more intensive training in a workshop held last month in Hyattsville, MD. Now VS is setting up a design to make LEI available to all VS employees.

"Every program approaches workforce planning a bit differently depending on their needs," Kriesch explains. VS is a big program. Its management team was already working on its strategic plan. Now that the workforce planning committee has a plan to develop AVIC's for VS, the committee will work on an action item for coordinating workforce planning with VS strategic planning.

"The goal of the APHIS workforce planning team is to involve every program in the process eventually," says Kriesch. "When we learn to do our strategic planning and workforce planning together, the agency can face the future with confidence." ♦



APHIS PHOTO BY LAURIE SMITH

REAC workforce planners (from left) are Alan Christian, director of Regulatory Enforcement; Ron DeHaven, supervisor of Animal Care's Western Sector; and Terry Schneider, administrative officer.

Retirees Then and Now

Frank Mulhern, former APHIS administrator, served as chairman of a group of retirees who met on March 3 in Riverdale, MD, to explore the feasibility of establishing a national APHIS retiree group. As a first step, the group plans to get input from other retirees on the function and makeup of such an organization. Another meeting is

scheduled for 1 p.m. on April 7 in Riverdale. Others attending the meeting included John W. Kennedy, Dave Galbreath, Ed Thomas, Ray Schar, Frank Germaine, Sid Moore, Rosemary Stanko, and Harry Mussman. For further information, contact Mulhern at (301) 982-9729 or write him in care of Inside APHIS. ♦

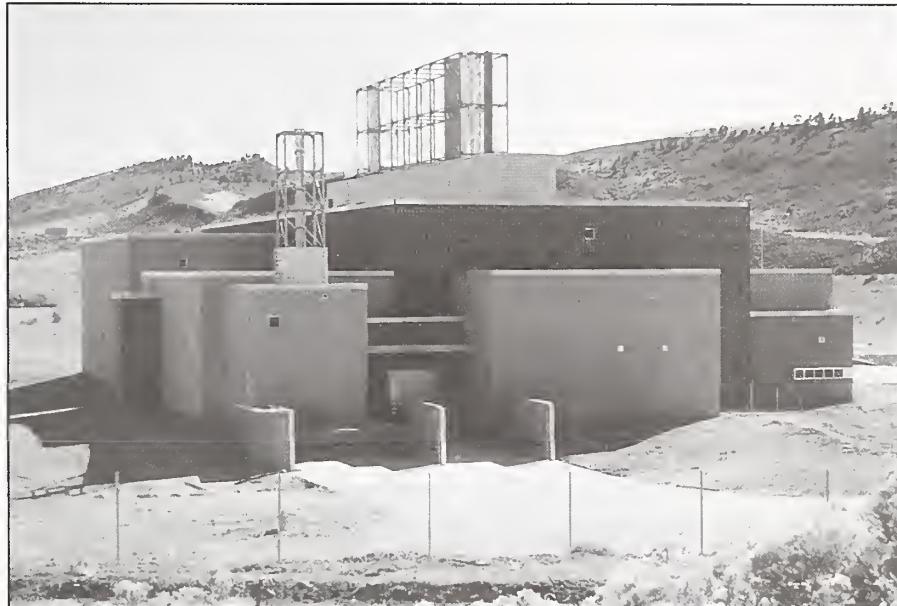
Wildlife Research Center Opens at Colorado State University

By Stuart McDonald, Public Affairs, LPA

The first building of ADC's National Wildlife Research Center (NWRC), opened in early 1995 on the foothills campus of Colorado State University in Ft. Collins. The NWRC is a state-of-the-art research center devoted to resolving problems resulting from human and wildlife interactions. NWRC applies scientific expertise to the development of practical methods to help farmers, ranchers, wildlife managers, homeowners, and others resolve conflicts between humans and wildlife.

"This first facility (at right) is part of a master plan for the future relocation of all Denver Wildlife Research Center (DWRC) headquarters activities to Ft. Collins," says Richard Curnow, Center Director. When all the functions of the DWRC are transferred to the NWRC, the DWRC will close. Field stations of the NWRC, which are located throughout the United States, will also use the new laboratory as a testing facility to assist in their ongoing research programs. The center will also emphasize nonlethal control methods. In fact, 75 percent of the research budget is dedicated to developing nonlethal tools and applications.

Designed for indoor animal research, this first building has all animal-holding and testing space on the main floor of about 25,000



APHIS PHOTO BY DICK CURNOW

square feet. All mechanical and electrical equipment is housed in an overhead space of the same dimensions. The building is designed to permit future expansion of the animal research space when needed.

"The initial emphasis of wildlife research in the new facility will be on the development of attractants and repellants to alleviate wildlife management conflicts, an area that promises to produce new, effective, and acceptable wildlife management methods," says

Curnow. "The center is also planning to broaden its research in the area of wildlife contraception."

An important benefit of locating at Colorado State University will be cooperation with University faculty and student researchers. "NWRC will be able to combine its unique talents and expertise in wildlife damage management with one of the country's foremost agriculture schools to address human and wildlife conflicts," Curnow says. ♦

Dallas-Ft. Worth Work Unit Meets Public at the Texas Fair

By Leroy Beikman, Officer in Charge, PPQ

"I can't believe that people would carry something like that in their luggage!" one visitor was overheard saying to another after viewing a large tropical walking-stick (Phasmatidae) from the jungles of Indonesia. Many visitors to the PPQ booth at the Texas State Fair last October expressed similar comments.

For 24 days, including days of thunderstorms and a tornado alert, visitors came to the fair. One of the longest running State fairs, this past year it attracted over 3.3 million people. PPQ's Dallas/Ft. Worth work unit staffed a booth in the Food and Fiber Pavilion at the invitation of the

Texas Department of Agriculture.

Port employees and their families volunteered to work the PPQ booth during the 24 days in October. Using PPQ's "Don't Pack a Pest" exhibit for a background, we exhibited a variety of host materials to illustrate how plant and animal pests and diseases can enter a country. We also distributed thousands of *Travelers' Tips* brochures, Beagle Brigade postcards, coloring books, and bag tags, pencils, keyrings, and magnets bearing the PPQ message.

The Texas Department of Agriculture estimated that nearly 1.25 million people visited the Food and Fiber Pavilion. We estimated that

over 200,000 people spent time at the PPQ booth. Our exhibit won a ribbon for the champion agriculture exhibit—not bad for a first-time effort!

In addition to our exhibit, our port canine team of officer Luz Rosario and Ranger performed at the Food and Fiber agriculture theater, giving 24 demonstrations during the fair. About 300 people attended each performance. Luz and Ranger were filmed by a local TV crew; one evening we saw them again on our local TV news program. This was a great chance to get our message out, and we are looking forward to doing it again next year. ♦

Veterinarian Pursues Experiences in Applied Epidemiology

By Tom Cramer, National Center for Import and Export, VS

Roberta Duhaime, a VS employee stationed in Oklahoma City, has packed many experiences into her career as a veterinarian.

"While in veterinary school I really wanted to work with Native American people," said Duhaime, who is half Mohawk, half French. "With persistence, I was able to get a scholarship from my school that allowed me to work for a summer with the Navajo Livestock Program and the Hopi Veterinary Clinic in the New Mexico/Arizona area. I helped with the yearly rabies clinic on the Hopi mesas, and with vaccinating and deworming cattle on Navajo ranches."

The following summer she went to Africa to work with a veterinary school ambulatory clinic in Kenya. Many people in the area owned one or two cows, which they relied on as a source of both milk and meat. Clinic workers saw many cases of East Coast fever, a common cattle disease in Kenya. But often it was too late to help the animal because treatment couldn't be started early enough. There were few phones for people to call the clinic for help.

"I pursued these experiences for themselves," said Duhaime, "but I know they helped me when I applied for a job with APHIS. I believe that if I had spent my summers working at a local veterinary clinic like most students did, I would have missed some irreplaceable life experiences, and my job application for the agency wouldn't have been as strong."

In 1989 Duhaime graduated from Cornell University's New York State College of Veterinary Medicine, and APHIS immediately hired her. Her first assignment landed her in New York, where she spent time at John F. Kennedy International Airport and the Newburgh Animal Import Center and traveled around the State learning the ropes as a veterinary medical officer. Following this training period, she worked on the Salmonella Task Force in Maryland. Later Duhaime transferred to West Texas, where she worked on the agency's brucellosis, tuberculosis, and

scrapie programs. Occasionally she inspected cattle coming in from Mexico and even rode horseback on the Rio Grande with a tick rider.

Stint With CDCP

Still a VS employee, Duhaime is currently completing a 2-year training program sponsored by the Centers for Disease Control and Prevention (CDCP). She is stationed at the Oklahoma State Department of Health as an epidemic intelligence service officer (or "disease detective," as Duhaime likes to call herself).

The CDCP created its Epidemic Intelligence Service Program in 1951 as a combined training and service program in the practice of applied epidemiology, which is the study of disease and health in populations of animals or people. Duhaime said VS has been sending selected employees to this training for about 12 years.

"At CDCP we learn epidemiology in a human setting," she explained. "But we can apply our training to animal health, too. The concept's the same.

"I used to think of epidemiology as mostly statistical analysis of data, which sounds pretty boring," she continued. "But applied epidemiology is really action oriented, especially when we investigate outbreaks of disease. That's why it's called 'shoe-leather' epidemiology."

Food Poisoning

When Duhaime arrived here in Oklahoma a year and a half ago, the first outbreak she investigated occurred in a county jail. The jail's nurse reported that some inmates were having severe stomach pains. (The inmates were calling their wives and girlfriends and claiming that the jail was trying to poison them.) So a team of nurses and epidemiologists went over there to see what was going on.

"We began interviewing the inmates to get a little history on what they'd been eating," Duhaime recalled. "They were brought out of their cells one at a time so we

could talk to them with a guard standing nearby.

"We learned they all got sick shortly after eating dinner on a Thursday night, which is 'leftover' night at the jail. One of the guys told me that his food on Thursday night was actually 'bubbling up' and crackling, and that he had to mash it down with his fork to make it stop.

"So then we started looking at the procedures used in the kitchen. We discovered that some of the leftover food containers were too big to allow for quick cooling of the food after it was refrigerated, allowing bacteria to grow. So the cooks started using smaller containers to store their leftovers, and that was that!"

Botulism

"On another investigation, we needed to find out how a 47-year-old man had become very ill with botulism. If a commercial food item had made him sick, we would have launched a major investigation to trace the source of the contamination and help prevent others from becoming ill. Fortunately, commercial food wasn't to blame.

"We found out that one of the last things this man had eaten was some home-cooked roast beef with potatoes. On top of his stove we found a big covered pot with roast beef and potatoes in it. The man had kept the pot on his stove, unrefrigerated, for several days and had apparently eaten from the pot during this time."

"We wrapped the pot up, food and all, and sent the whole thing off to the CDC labs in Atlanta for analysis. Sure enough, they found botulism toxin in the roast beef/potato mixture."

By keeping a heavy lid on the pot, the man had actually created a low-oxygen environment, which is an ideal place for botulism to grow and produce toxins.

Hantavirus

Duhaime has had an opportunity to work on disease problems,



PHOTO COURTESY OF THE OKLAHOMA DEPARTMENT OF HEALTH

Roberta Duhaime (center) gets help with the protective clothing and breathing equipment she must wear before handling deer mice associated with CDCP's hantavirus prevalence study.

such as tuberculosis and plague, that have been around for a long time. She has also helped to collect information on newly emerging pathogens, one of which is called Hantavirus.

"This virus has likely been in the United States for a long time," she said, "but was only discovered about 3 years ago when a few people came down with a fatal,

unexplained respiratory illness around the same time and place. Before Hantavirus was recognized, people who died of it might have had their death listed simply as 'unexplained adult respiratory distress syndrome.'

"Hantavirus is really a success story for the CDCP because within months investigators knew what the organism was and how people

were getting sick from it. That's really incredible. We now know that people get Hantavirus by breathing in particles from the dried feces and urine of rodents, mostly deer mice.

Hantavirus-caused disease has a high mortality rate, but because of Duhaime's disease detective work, she can tell people how to avoid it: stay away from mice droppings and nests (especially in enclosed areas). "If you have to clean out an old barn," she says, "ventilate it first, wet down the nests and droppings so that the dried material isn't flying around in the air, and double bag the stuff while wearing gloves."

As part of CDCP's continuing Hantavirus investigation, Duhaime participated in rodent trappings here in Oklahoma last July. (CDCP is trying to determine whether rodents throughout the United States are carrying the virus.) Field crews trapped mice and rats, euthanized them, and collected blood and organs for Hantavirus testing. To keep from getting infected while processing the rodents, workers had to wear protective clothing like latex gloves, surgeons' gowns, and respirator systems with filters. "We got pretty hot and sweaty in those suits because we were working outside in the July heat and humidity," Duhaime added. "You couldn't even scratch your nose!"

Guinea Worm

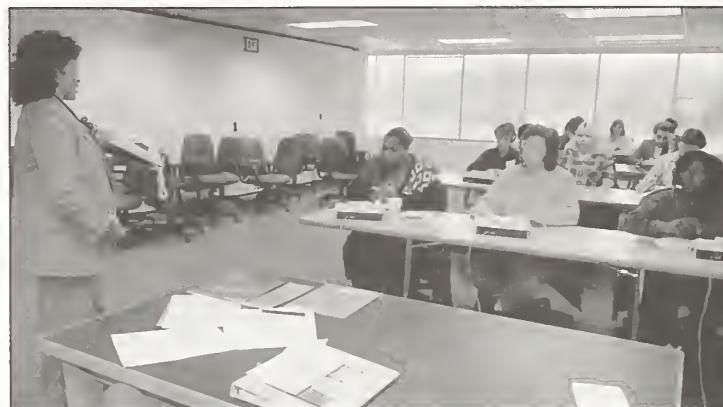
Duhaime's CDCP training won't conclude until sometime this summer. Meanwhile, she's looking for a new challenge. She's applied to The Carter Presidential Center's Global 2000 Program to be sent on a temporary mission in Africa, where she would be working to help eradicate a human pathogen known as the Guinea worm. The Carter Center recently informed her that she's been selected as a possible candidate.

"The first and only human disease ever eradicated from the planet is smallpox," says Duhaime. "Hopefully, Guinea worms will be the second. It would be a great honor to know that I had contributed to the eradication of the second human illness ever to be eliminated from the entire world." ♦

After Unpacking, Headquarters Settles Into Its New Space



Headquarters Relocation Project Office (HRPO) members welcome employees to the building on their first morning. The new auditorium can seat 420 people and can be divided into four separate rooms. Now that their job of relocating headquarters is over, HRPO members are busy cleaning out the old building, following up on equipment orders, and making adjustments to the systems furniture.



Above, Bea Jacobs, VS; Carol Smith, BBEP; and Elery Gumbs, LPA (front row from left) join other employees in one of the new training rooms to learn the intricacies of new telephones.

At left, Jesse Brown, one of the two librarians, enjoys the spacious new library quarters on the first floor.

All photos by Laurie Smith

Women's Information Network Presents Slate of Officers

The mission of the Women's Information Network (WIN) of the Federal Women's Program (FWP) is to improve the employment status of women in APHIS and its partner agency, Grain Inspection, Packers, and Stockyards Administration (GIPSA). WIN meets in headquarters the fourth Wednesday of each month and forwards the results of its meetings to WIN managers in the field.

Program managers are looking for suggestions on training sessions, programs, or activities related to women's issues; they hope to report these activities to employees through a regular column in *Inside APHIS*. Contact your program FWP

Manager and/or Barbara Patterson, APHIS' WFP manager. Here are fiscal year 1995 officers and chairpersons for WIN:

Officers

Barbara Patterson, Chair
Deborah Overton, Co-Chair
Pat Roberts, Historian

Chairpersons

Information Resources:
Eleanora Lassiter, Anne Panella
Program Planning: Theresa Dyer,
Mark Quiming
Assessment Committee: Eva Ring,
Jan Holmes

FWP Managers

APHIS: Barbara Patterson
ADC: Pat Roberts (headquarters);
Virginia Green (field)
BBEP: Deborah Overton
IS: Vacant

LPA: Sue Izumi
M&B: Eleanora Lassiter, ODA
Gwendolyn Davis, BAD
Connie Krenkel, RMSES

PPD: Eva Ring
PPQ: Jan Holmes (headquarters)
Sondra Banilaga-Brown (Central Region)

Christine Baumgartner (Northeastern Region)
Evelyn Vargas (Southeastern Region)
Carolyn Pizzo (Western Region)

R&D: Mark Quiming

REAC: Anne Panella

VS: Karen James (headquarters)
Theresa Dyer (resource management)
Nancy Malteis (Northern Region)
Nora Smith (Southeastern Region)
Deborah Brock (NVSL)
Adele Higginbottom (Central Region)
Marianne Shea (Western Region)
Cheryl Johnson (CEAH)

GIPSA: Sara Wright (Packers and Stockyards)
Norma Torres (Grain Inspection) ♦

1995 Calendar of Events

MARCH

Women's History Month

ADC Managers' meeting ends
3 Brucellosis "Train the Trainer" workshop ends, Central Region (VS)
7-8 Central Region AVIC work conference (VS)
7-10 Western State Livestock Health Association meeting/USAHA regional meeting, Western Region (VS)
9 National Association of Federal Veterinarians briefing (OS)
9-10 Chemical Immobilization of Animals (ADC)
9-12 Wolves and Humans 2000: A Global Perspective for Managing Conflict (ADC)
13-14 Brucellosis epidemiology training, Central Region (VS)
13-17 SER-State Plant Health Director meeting (PPQ)

APRIL

3-4 NAHMS Dairy Focus Group, Central Region (VS)
3-7 National Interagency Workshop on Wetlands: "Technology Advances for Wetland Science" (ADC)
4 Georgia Food and Agriculture Committee, Southeastern Region (VS)
4-5 North Central Region USAHA meeting (VS)
4-6 Semiannual Northern Region Civil Rights (EEO) Advisory Committee (VS)
5-7 National Livestock Conservation Institute, Central Region (VS)
9-12 51st Annual Northeast Fish & Wildlife Conference (ADC)
10-13 12th Great Plains Wildlife Damage Control Conference (ADC)
11 Paradigms in Transition: Natural Resources Management in the New Century (ADC)
11 Combined Area/State meetings, Northern Region (VS)

MAY

Asian/Pacific Heritage Month

1-2 2nd Annual Wildlands Conference: "Risks, Regulation, and Resolutions—Creating the Process" (ADC)
1-5 APHIS Future Search Strategies Conference (HRD)
3 Workshop: Violence by and Against Children, & Domestic Violence (HRD)
4 Workshop: Abuse of the Elderly and Violence in the Workplace (HRD)
5 LEADS training ends, Southeastern Region (VS)
5 Southern Animal Health Association meeting ends, Southeastern Region (VS)

16-19 National Wildlife Federation annual meeting (ADC)
20-24 Florida Area State/Federal work conference, Southeastern Region (VS)
20-24 PPQ Uniform Committee meeting
21-23 PPQ Top Management Team meeting
21-23 Central Region Safety Council (VS)
22 Puerto Rico Area State/Federal work conference, Southeastern Region (VS)
24-29 60th North American Wildlife and Natural Resources Conference (ADC)
24-29 Wildlife Society Special Council and related meetings (ADC)
27-29 Central Region EEO Committee (VS)
29-30 Veterinary Accreditation seminar, TB Demonstration and Brucellosis APA Training, Southeastern Region (VS)

11-12 Absence and Leave Resource Group meeting (HRD)
11-13 Brucellosis Epidemiology seminar, Southeastern Region (VS)
11-13 Wide Area Network Training (CEAH)
12 Food and Agriculture Council and Rural Development Committee, Southeastern Region (VS)
17-19 Georgia's State/Federal Work Conference and Health Fair/AIDS, Southeastern Region (VS)
17-21 NAHMS Coordinator workshop (CEAH)
19-21 Area/State work conference, Northern Region (VS)
24 Administrative Processes training course begins (FSO, HRO)
24 LEADS training begins, Southeastern Region (VS)
24-26 Northeast Animal Health Association, Northern Region (VS)
25-27 National Plant Board Meeting (PPQ)
27 Take Your Children to Work Day (HRD)
30 Southern Animal Health Association meeting begins, Southeastern Region (VS)

5 Administrative Processes training course ends (FSO, HRO)
9 Combined Area/State meetings, Northern Region (VS)
9-11 Work and Family Life Council (HRD)
10-12 Exotic Disease Seminar for Juniors, Northern Region (VS)
11 Area/State Meeting on Accreditation, Northern Region (VS)
16 Diversity training for Northern Region employees (VS)
16-7 Regional-Area epidemiology meeting, Southeastern Region (VS)
23-25 Training in Action course (CEAH)
23-27 Seventh Annual Wild Turkey Symposium (ADC)

UNITED STATES DEPARTMENT OF AGRICULTURE
ANIMAL AND PLANT HEALTH INSPECTION SERVICE
USDA CENTER AT RIVERSIDE
4700 RIVER ROAD
RIVERDALE, MARYLAND 20737

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